



MEMORANDUM

Agenda Item No. 11(B)5

TO: Honorable Chairperson Barbara Carey-Shuler, Ed. D. and Members, Board of County Commissioners **DATE:** December 4, 2003

FROM: George M. Burgess, County Manager **SUBJECT:** Conference on Results-Oriented Government

I am pleased to inform you that as part of our progress towards a results-oriented Miami-Dade government, on Friday, October 3rd we convened more than 70 department directors and their top assistants for a daylong hands-on conference at the seaport. Several important themes were covered including bolstering departmental business plans; implementing a new management performance appraisal process tied into business plans with measurable performance objectives; and communicating the results with our entire County organization. The conference agenda included a discussion of the above concepts, augmented by hands-on exercises and a lunch time address by nationally known author and consultant, Bob Stone, who spoke about embracing change in government. The conference also included an entertaining and enlightening exercise binding County department directors together by a single golden thread to signify how change, organizational structure, goal setting, checks and balances are all tied together from the top to bottom and from the bottom to the top of the organization.

As you are aware, we have been doing business planning for some time, but the focus of the conference was linking our business plans to the priorities that the Board of County Commissioners adopted in the strategic plan as well as ensuring that they reflect the additional annual priorities of the Mayor and the Board of County Commissioners. We also reviewed the results of the resident survey that was done this past year as a valuable tool to be used by Departments in preparing their business plans.

Our business plans should be the major communication tool throughout our organization to ensure that we are all working towards the same results, and that we are all aware of what it takes to achieve those results. Consequently, all departments will be re-evaluating and updating their FY 03-04 business plans to reflect the final adopted budget. We will use these plans along with our quarterly reporting system to evaluate how well we are progressing towards the desired results. In addition, we will be incorporating an FY 04-05 outlook and a discussion of critical factors that must be addressed if departments are to be successful in achieving their business plan objectives. This information will provide input for development of my FY 04-05 budget priorities in January. As we did with the Departmental quarterly reports, it is my intention to have these business plans on-line for every department by December of this year. This will provide an additional communication channel with you as well as with county staff.

If we are to succeed with strategic business planning, we need buy-in from employees. We

need them to embrace our mission and give one hundred percent to this organization. Employees also need to understand what is going on and to embrace the fact that their work is directly responsible for our success. In a segment taped by our Communications Department where we talked with our employees we found that:

- Our employees believe in the benefits of planning and understand the consequences of poor planning and that they incorporate planning in their everyday personal lives
- Our employees do not have a good understanding of the County's strategic planning and business planning processes. They are probably willing to embrace it but need to know more
- Employees believe in our mission and want to contribute to making it a reality

It is our job as a leadership team to build the bridge to address these issues. Friday, October 3, 2003 was just the beginning of our efforts to building this bridge.

Finally, over the coming months we will phase-in an accountability and results-based management appraisal system. All senior management staff will be evaluated based on measurable objectives as well as a standardized set of qualitative factors that are important for all senior management (leadership; innovation creativity and strategic management). The first major milestone date is December 15, 2003 by which time all Assistant County Managers, Assistants to the County Manager, Department Directors, Deputy Department Directors and Assistant Department Directors are required to have defined individual measurable objectives to be accomplished over the remainder of their current evaluation period. These individual management performance objectives will tie directly to department business plan objectives. During the following six months (January through June, 2004) we will phase in the new evaluation process with full rollout on July 1, 2004. Management performance appraisals will measure how successful management personnel have been in achieving their individual measurable objectives. This will also allow management and staff to interact more routinely on performance and to discuss progress in meeting individual and department objectives.

Simply put, this is about linking everything we do together, connecting the dots, so that we are all working off the same game plan in providing services to the public. Results-oriented government, business planning, quarterly reporting and implementing a new performance appraisal system allow us to better plan, monitor and report on our progress in meeting this government's goals and objectives both short-term and long-term. This will help us to ensure that we can achieve our mission of *"Delivering excellent public services to address our community's needs and enhance our quality of life"*.



Assistant County Manager